



February 27, 2014

To: Executive Board

Subject: **Performance Indicators Report - FY 2014/15 Second Quarter Report**

Recommendation

Receive and file the FY 2014/15 Second Quarter Performance Indicators Report.

Analysis

This performance indicators report provides an analysis of Foothill Transit's nine key indicators for the second quarter of the fiscal year ending on June 30, 2015. Data is collected from a variety of sources such as the fareboxes on buses, the SMARTBus CAD/AVL system, data reported by contractors, and financial performance data.

In the second quarter of FY 2014/15, Foothill Transit met six of nine key performance indicators. The indicators met for the quarter are: miles between service interruptions; average time to answer; average weekday boardings; farebox recovery ratio; and average cost per vehicle service hour.

System performance is summarized below. Further detail on each performance measure follows in the analysis section of this item.

- **Boardings** - Overall boardings recorded by the farebox for the quarter was 3.69 million boardings - a three percent increase over the same quarter last year.
- **Fare Revenue** - Total fare revenue for the quarter was \$4.6 million - an eight percent increase over last year. The average fare per boarding was \$1.26.
- **Operating Expenses** - Total quarterly operating expenses were \$18.6 million, resulting in an average cost per service hour of \$96.65. Year to date, total operating expenses are 13 percent higher than last year.
- **Accidents** - The system averaged 0.99 preventable accidents per 100,000 miles. The preventable accident rate is 103 percent higher this quarter than last year.



- **Customer Complaints** - Foothill Transit received 20.13 complaints per 100,000 boardings in the first quarter, a 24 percent increase from last year.
- **Schedule Adherence** - This quarter, 81.1 percent of all trips recorded by the SMARTBus system arrived on time. This is a six percent improvement from last year.

Analysis

In order to accomplish its mission, Foothill Transit focuses on the following goals:

- 1) Operate a safe transit system.
- 2) Provide outstanding customer service.
- 3) Operate an effective transit system.
- 4) Operate an efficient transit system.

Attachments A - L show the performance indicators used to determine Foothill Transit's progress toward achieving these goals for fiscal year 2015.

Overall System Performance

Foothill Transit's overall system performance is based on several key indicators. These include total monthly ridership, vehicle service hours, fare revenues, and total operating expenses incurred throughout the quarter.

Attachment A1 summarizes system goals and performance indicators for the second quarter of FY 2014/15. Attachments A2 through A4 summarize the same metrics for October, November, and December 2014. Attachments L1 through L4 provide additional operations-related performance measures for the same time periods.

Total Boardings and Total Revenues

In the second quarter of FY 2014/15, there were 3.7 million boardings on Foothill Transit buses. Year to date, boardings have increased three percent over the last fiscal year. Ridership on Lines 195, 274, 284, 285, 481 and 482 all showed double-digit percent increases compared to the same quarter last year, demonstrating the continued customer demand for service increases that were implemented in November 2013 and June 2014.



Total fare revenue recorded this quarter was \$4.6 million. This is an eight percent increase over last year's performance. The increase is primarily due to the Class Pass program and an increase in customer boardings.

Attachment B, Total Boardings vs. Fare Revenue, shows total boardings and revenue for the past 12 months.

Goal 1: Operate a Safe Transit System

Foothill Transit's primary goal is to operate a safe transit system. The agency measures system safety by monitoring the number of preventable accidents incurred for every 100,000 miles of vehicle operation.

Preventable Accidents per 100,000 miles

Foothill Transit has adopted a standard of 0.60 preventable accidents per 100,000 miles for this fiscal year. In the second quarter, there was an overall rate of 0.99 preventable accidents per 100,000 miles. This is 103 percent higher than the accident rate in the same quarter last year. The increased accident rate can be attributed to an unusually high number of preventable accidents reported this quarter due to the contract transition and the reporting of accidents. Transdev's internal reporting of preventable accidents includes such items such as minor scrapes and scratches resulting from a fixed object. Additionally, there was an increase in overall preventable accidents during the initial months of start-up at the Arcadia operations and maintenance facility. Staff is currently attempting to identify the reporting practices and thresholds for agencies nationwide to ensure that Foothill Transit's preventable accident reporting is consistent with that of our peers.

Attachment C, Preventable Accidents per 100,000 Miles, provides a summary of preventable accidents per 100,000 miles.

Goal 2: Provide Outstanding Customer Service

Foothill Transit measures this goal by monitoring the following categories: schedule adherence, average miles between service interruptions, complaints per 100,000 boardings, and average hold time.

Schedule Adherence

Foothill Transit has adopted a goal of 85 percent schedule adherence for this fiscal year. In the second quarter of this fiscal year, the agency achieved an average of 81.1 percent on-time performance on all lines. This is short of the



performance target but represents a six percent improvement compared to last year.

Foothill Transit continues to use the SMART*Bus* system to measure on-time performance. Quality Assurance staff have been closely monitoring the SMART*Bus* system and working with the operations contractors to ensure that bus service runs on schedule. In November 2013 and June 2014, the agency implemented new bus schedules that better match current traffic patterns, which contributed to the improvement in schedule adherence. In the second quarter of FY 2014/15, however, heavy construction along the I-10 highway has caused significant traffic delays for all vehicles traveling in the corridor, including Foothill Transit buses. Staff analyzed bus running times and identified further schedule improvements that were recently implemented with the January 2015 service change.

Attachment D, Schedule Adherence, charts schedule adherence over the last 12 months.

Average Miles Between Mechanical Service Interruptions

In the first quarter, Foothill Transit buses averaged 26,072 miles between mechanical service interruptions. This meets the performance target (15,000 miles) and is almost twice the average number of miles between mechanical service interruptions in the same quarter last year (15,946 miles). This indicator reflects customer delays from mechanical service interruptions and measures the overall performance of the operations and maintenance contractors.

Attachment E, Average Miles Between Mechanical Service Interruptions, compares the average miles between mechanical service interruptions with our performance standard.

Complaints per 100,000 Boardings

This quarter, Foothill Transit received 20.13 complaints per 100,000 boardings. While this is higher than the performance target of 15.00 complaints per 100,000 boardings, it is a 24 percent over the number of complaints received in the same quarter last year. The spike in complaints began in September just prior to the contract transition at the Arcadia Operations and Maintenance Facility and peaked in October during the transition. Improvements have been noted in November and the indicator was again met in December.



There were a significant number of complaints about issues other than schedule adherence and operator courtesy in the areas of safety, mechanical issues and fares. The actual volume of schedule adherence and operator courtesy complaints has decreased, demonstrating that continued focus on these areas has resulted in improvements in customer satisfaction. Foothill Transit's management team and service contractors continue to analyze these problems in order to address them.

Attachment F, Complaints per 100,000 Boardings, provides a summary of complaints per 100,000 boardings.

Average Time to Answer

Phone systems at our five Transit Stores and our administrative offices provide data on call volumes and times so that facilities can be staffed accordingly. The recorded average time to answer of 21 seconds in the second quarter of FY 2014/15 is well below the performance target of 45 seconds. Each month, over 90 percent of customer calls to the Transit Stores were answered. Foothill Transit's management team is working closely with the Transdev team in Arcadia to address further improvements to customer service.

Attachment G, Average Time to Answer, provides a summary of the average time for a customer's call to be answered by a Foothill Transit customer service representative.

Goal 3: Operate an Effective Transit System

Foothill Transit measures service effectiveness by monitoring boardings per vehicle service hour and average weekday boardings.

Boardings per Vehicle Service Hour

Foothill Transit buses averaged 19.4 boardings per vehicle service hour in the second quarter of this fiscal year. This falls below the performance target of 19.5 boardings per service hour and is a slight decrease from the same quarter last year (20.4 boardings per service hour) due to a eight percent increase in service hours operated this fiscal year.

Attachment H, Boardings per Vehicle Service Hour, shows the trend of this performance indicator.

Average Weekday Boardings



The FY 2015 performance target for average weekday boardings is 48,900 boardings. In the second quarter, the agency averaged 48,925 boardings per weekday. This exceeds the performance target and is a three percent increase over the same quarter last year. Average weekday ridership increased in September after the beginning of the academic year for several area schools.

Attachment I, Average Weekday Boardings, shows the history of this indicator.

Goal 4: Operate an Efficient Transit System

Foothill Transit measures its overall efficient use of available resources by monitoring the average cost per vehicle service hour and farebox recovery ratio.

Farebox Recovery Ratio

The farebox recovery ratio is calculated by dividing total fare revenues by total operating expenses. The second quarter farebox recovery ratio was 25.42 percent. This is a four percent decrease compared to the same quarter last year, but exceeds the performance target (24.65 percent) by three percent.

Attachment J, Farebox Recovery Ratio, shows the trend for this indicator.

Average Cost per Vehicle Service Hour

The agency's average cost per vehicle service hour this quarter was \$96.65, which meets the fiscal year target of \$101.48. Despite the eight percent increase in service hours operated this year, costs per vehicle service hour have increased five percent compared to last year's average of \$92.36. Some of this increase is a result in the contract transition cost that occurred during this time period.

Attachment K, Average Cost per Vehicle Service Hour, charts this indicator.

Sincerely,

A handwritten signature in blue ink, appearing to read 'LaShawn King Gillespie'.

LaShawn King Gillespie
Director of Customer Service and Operations

A handwritten signature in blue ink, appearing to read 'Doran J. Barnes'.

Doran J. Barnes
Executive Director

Attachment A-1
Foothill Transit Operations Report
Second Quarter Fiscal Year 2015

Goal	Performance indicator	Attachment	Q2 FY 2015	Met target?	Q2 FY 2014	% improvement over same quarter last year	FY 2015 YTD	Met target?	FY 2014 YTD	% YTD improvement
Overall system performance	Total boardings	B	3,695,355	-	3,584,385	3%	7,416,555	-	7,172,347	3%
	Vehicle service hours		190,104	-	176,005	8%	380,090	-	350,933	8%
	Total fare revenue	B	\$4,671,237	-	\$4,315,683	8%	\$9,454,434	-	\$9,027,271	5%
	Total operating expense		\$18,374,455	-	\$16,255,059	(13%)	\$35,732,476	-	\$32,009,091	(12%)
Safety	Preventable accidents per 100,000 miles	C	0.99	No	0.49	(103%)	0.80	No	0.50	(58%)
Customer service	Schedule adherence	D	81.1%	No	76.3%	6%	81.5%	No	75.2%	8%
	Miles between mechanical service interruptions	E	26,072	Yes	15,946	64%	26,523	Yes	15,272	74%
	Complaints per 100,000 boardings	F	20.13	No	16.29	(24%)	18.76	No	17.29	(8%)
	Average time to answer (seconds)	G	21	Yes	30	32%	21	Yes	44	53%
Effectiveness	Boardings per vehicle service hour	H	19.4	No	20.4	(5%)	19.5	Yes	20.4	(5%)
	Average weekday boardings	I	48,925	Yes	47,562	3%	49,166	Yes	47,525	3%
Efficiency	Farebox recovery ratio	J	25.42%	Yes	26.55%	(4%)	26.46%	Yes	28.20%	(6%)
	Average cost per vehicle service hour	K	\$96.65	Yes	\$92.36	(5%)	\$94.01	Yes	\$91.21	(3%)

Red = did not meet target

Attachment A-2
Key Performance Indicators
October 2014

Goal	Performance indicator	Attachment	October 2014	Met target?	Same month last year	% improvement over same month last year	FY 2015 YTD	Met target?	FY 2014 YTD	% YTD improvement	Performance target
Overall system performance	Total boardings	B	1,397,845	-	1,338,241	4%	5,119,045	-	4,926,203	4%	
	Vehicle service hours		65,792	-	60,752	8%	255,778	-	235,680	9%	
	Total fare revenue	B	\$1,729,535	-	\$1,517,203	14%	\$6,512,732	-	\$6,228,792	5%	
	Total operating expense		\$6,920,396	-	\$5,422,685	(28%)	\$24,278,417	-	\$21,176,717	(15%)	
Safety	Preventable accidents per 100,000 miles	C	0.22	Yes	0.50	55%	0.50	Yes	0.51	2%	≤ 0.60
Customer service	Schedule adherence	D	81.4%	No	72.8%	12%	81.7%	No	73.9%	11%	≥ 85%
	Miles between mechanical service interruptions	E	27,253	Yes	14,093	93%	27,058	Yes	14,503	87%	≥ 15,000
	Complaints per 100,000 boardings	F	23.39	No	14.80	(58%)	19.03	No	17.34	(10%)	≤ 15.00
	Average hold time (seconds)	G	25	Yes	46	46%	27	Yes	55	51%	≤ 45
Effectiveness	Boardings per vehicle service hour	H	21.2	Yes	22.0	(4%)	20.0	Yes	20.9	(4%)	≥ 19.5
	Average weekday boardings	I	53,034	Yes	50,867	4%	50,366	Yes	48,382	4%	≥ 48,900
Efficiency	Farebox recovery ratio	J	24.99%	Yes	27.98%	(11%)	26.83%	Yes	29.41%	(9%)	≥ 24.65%
	Average cost per vehicle service hour	K	\$105.19	No	\$89.26	(18%)	\$94.92	Yes	\$89.85	(6%)	≤ \$101.48
Operations	Average fare per boarding		\$1.24	No	\$1.13	9%	\$1.27	No	\$1.26	1%	≥ \$1.33
	Average cost per boarding		\$4.95	Yes	\$4.05	(22%)	\$4.74	Yes	\$4.30	(10%)	≤ \$5.16
	Average subsidy per boarding		\$3.71	Yes	\$2.92	(27%)	\$3.47	Yes	\$3.03	(14%)	≤ \$3.83
	Total vehicle miles		1,335,375	-	1,211,985	10%	5,167,983	-	4,684,608	10%	
	Vehicle service miles		969,245	-	913,670	6%	3,766,468	-	3,544,836	6%	
	Total vehicle hours		89,146	-	80,068	11%	346,447	-	310,409	12%	
	In-service speed (mph)		14.7	-	15.0	(2%)	14.7	-	15.0	(2%)	
	Boardings per vehicle service mile		1.44	-	1.46	(2%)	1.36	-	1.39	(2%)	

Red = did not meet target

Attachment A-3
Key Performance Indicators
November 2014

Goal	Performance indicator	Attachment	November 2014	Met target?	Same month last year	% improvement over same month last year	FY 2015 YTD	Met target?	FY 2014 YTD	% YTD improvement	Performance target
Overall system performance	Total boardings	B	1,180,613	-	1,151,353	3%	6,299,658	-	6,077,556	4%	
	Vehicle service hours		59,730	-	56,529	6%	315,507	-	292,209	8%	
	Total fare revenue	B	\$1,610,498	-	\$1,427,915	13%	\$8,123,230	-	\$7,656,707	6%	
	Total operating expense		\$5,388,554	-	\$5,226,576	(3%)	\$29,666,971	-	\$26,403,294	(12%)	
Safety	Preventable accidents per 100,000 miles	C	1.26	No	0.54	(134%)	0.64	No	0.52	(25%)	≤ 0.60
Customer service	Schedule adherence	D	79.9%	No	75.5%	6%	81.3%	No	74.2%	10%	≥ 85%
	Miles between mechanical service interruptions	E	29,811	Yes	16,677	79%	27,534	Yes	14,877	85%	≥ 15,000
	Complaints per 100,000 boardings	F	22.70	No	17.89	(27%)	19.72	No	17.44	(13%)	≤ 15.00
	Average hold time (seconds)	G	0	Yes	27	100%	22	Yes	50	56%	≤ 45
Effectiveness	Boardings per vehicle service hour	H	19.8	Yes	20.4	(3%)	20.0	Yes	20.8	(4%)	≥ 19.5
	Average weekday boardings	I	50,892	Yes	47,969	6%	50,461	Yes	48,305	4%	≥ 48,900
Efficiency	Farebox recovery ratio	J	29.89%	Yes	27.32%	9%	27.38%	Yes	29.00%	(6%)	≥ 24.65%
	Average cost per vehicle service hour	K	\$90.22	Yes	\$92.46	2%	\$94.03	Yes	\$90.36	(4%)	≤ \$101.48
Operations	Average fare per boarding		\$1.36	Yes	\$1.24	10%	\$1.29	No	\$1.26	2%	≥ \$1.33
	Average cost per boarding		\$4.56	Yes	\$4.54	(1%)	\$4.71	Yes	\$4.34	(8%)	≤ \$5.16
	Average subsidy per boarding		\$3.20	Yes	\$3.30	3%	\$3.42	Yes	\$3.08	(11%)	≤ \$3.83
	Total vehicle miles		1,192,426	-	1,117,369	7%	6,360,410	-	5,801,977	10%	
	Vehicle service miles		877,472	-	851,801	3%	4,643,940	-	4,396,637	6%	
	Total vehicle hours		80,659	-	74,748	8%	427,106	-	385,157	11%	
	In-service speed (mph)		14.7	-	15.1	(3%)	14.7	-	15.0	(2%)	
	Boardings per vehicle service mile		1.35	-	1.35	(0%)	1.36	-	1.38	(2%)	

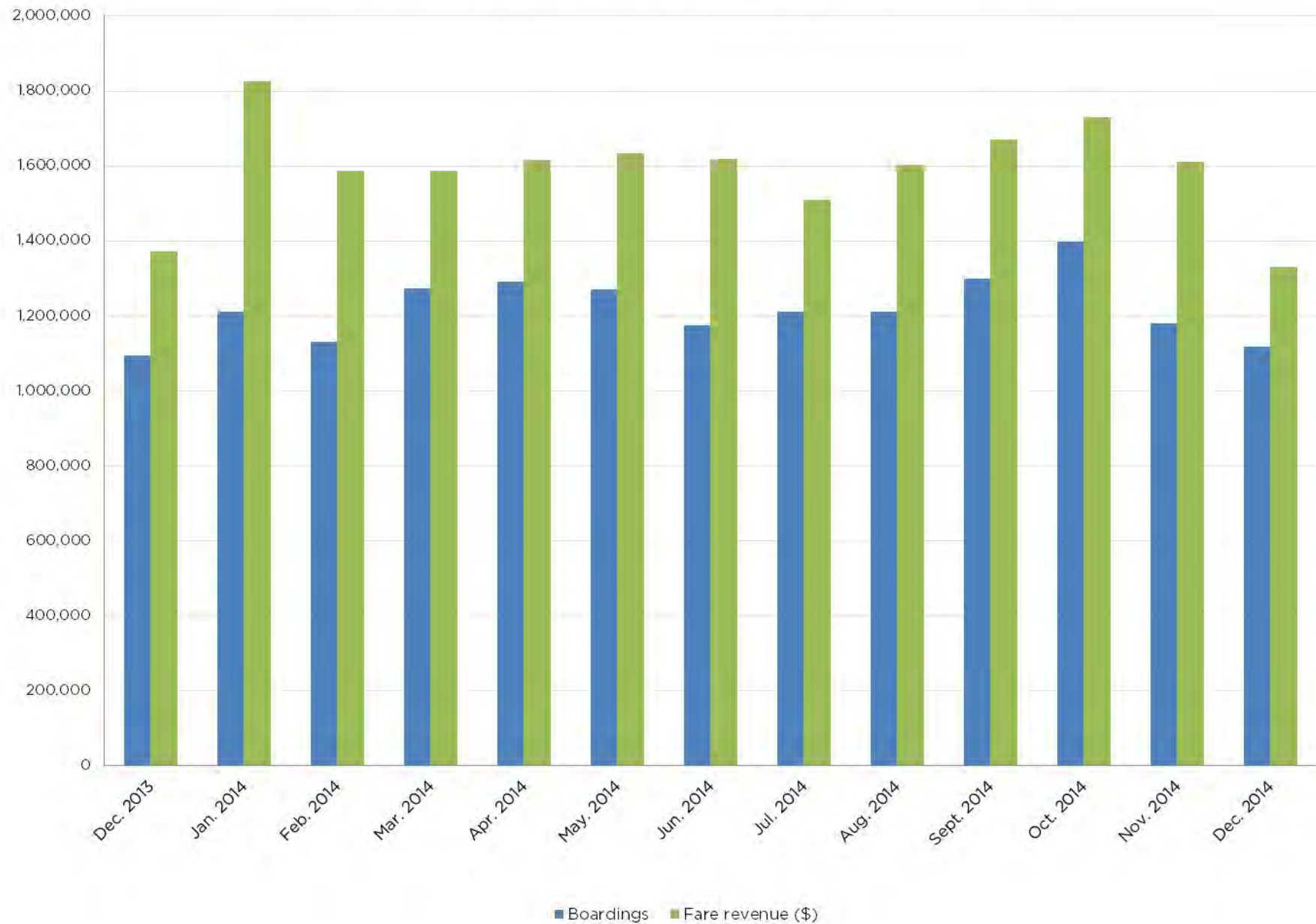
Red = did not meet target

Attachment A-4
Key Performance Indicators
December 2014

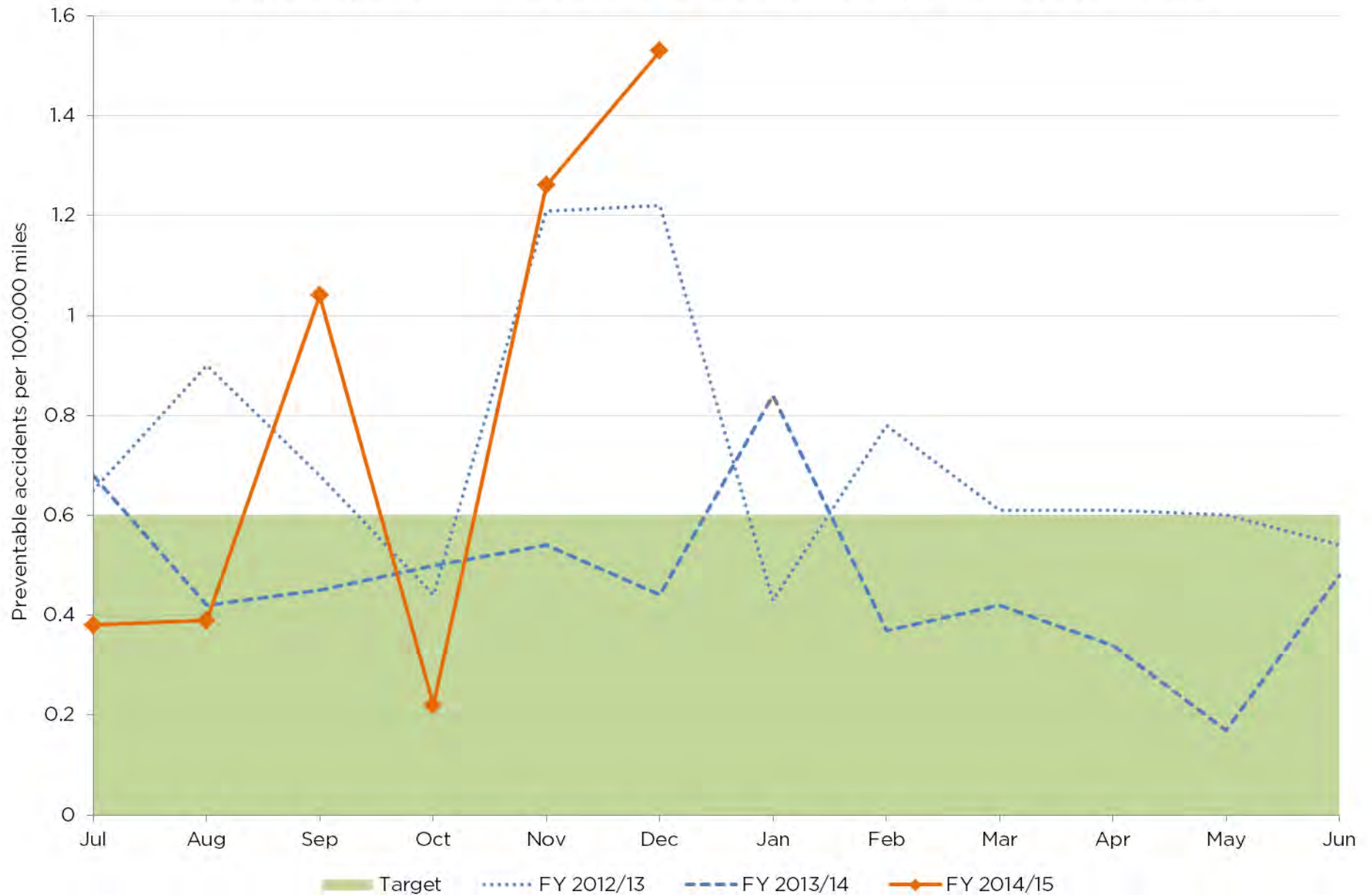
Goal	Performance indicator	Attachment	December 2014	Met target?	Same month last year	% improvement over same month last year	FY 2015 YTD	Met target?	FY 2014 YTD	% YTD improvement	Performance target
Overall system performance	Total boardings	B	1,116,897	-	1,094,791	2%	7,416,555	-	7,172,347	3%	
	Vehicle service hours		64,582	-	58,725	10%	380,090	-	350,933	8%	
	Total fare revenue	B	\$1,331,204	-	\$1,370,565	(3%)	\$9,454,434	-	\$9,027,271	5%	
	Total operating expense		\$6,065,505	-	\$5,605,797	(8%)	\$35,732,476	-	\$32,009,091	(12%)	
Safety	Preventable accidents per 100,000 miles	C	1.53	No	0.44	(252%)	0.80	No	0.50	(58%)	≤ 0.60
Customer service	Schedule adherence	D	82.0%	No	80.5%	2%	81.5%	No	75.2%	8%	≥ 85%
	Miles between mechanical service interruptions	E	22,495	Yes	17,643	28%	26,523	Yes	15,272	74%	≥ 15,000
	Complaints per 100,000 boardings	F	13.34	Yes	16.44	19%	18.76	No	17.29	(8%)	≤ 15.00
	Average hold time (seconds)	G	16	Yes	18	11%	21	Yes	44	53%	≤ 45
Effectiveness	Boardings per vehicle service hour	H	17.3	No	18.6	(7%)	19.5	Yes	20.4	(5%)	≥ 19.5
	Average weekday boardings	I	42,929	No	43,554	(1%)	49,166	Yes	47,525	3%	≥ 48,900
Efficiency	Farebox recovery ratio	J	21.95%	No	24.45%	(10%)	26.46%	Yes	28.20%	(6%)	≥ 24.65%
	Average cost per vehicle service hour	K	\$93.92	Yes	\$95.46	2%	\$94.01	Yes	\$91.21	(3%)	≤ \$101.48
Operations	Average fare per boarding		\$1.19	No	\$1.25	(5%)	\$1.27	No	\$1.26	1%	≥ \$1.33
	Average cost per boarding		\$5.43	No	\$5.12	(6%)	\$4.82	Yes	\$4.46	(8%)	≤ \$5.16
	Average subsidy per boarding		\$4.24	No	\$3.87	(10%)	\$3.54	Yes	\$3.20	(11%)	≤ \$3.83
	Total vehicle miles		1,304,721	-	1,146,786	14%	7,665,131	-	6,948,763	10%	
	Vehicle service miles		950,673	-	887,186	7%	5,594,614	-	5,283,822	6%	
	Total vehicle hours		87,424	-	78,913	11%	514,530	-	464,069	11%	
	In-service speed (mph)		14.7	-	15.1	(3%)	14.7	-	15.1	(2%)	
	Boardings per vehicle service mile		1.17	-	1.23	(5%)	1.33	-	1.36	(2%)	

Red = did not meet target

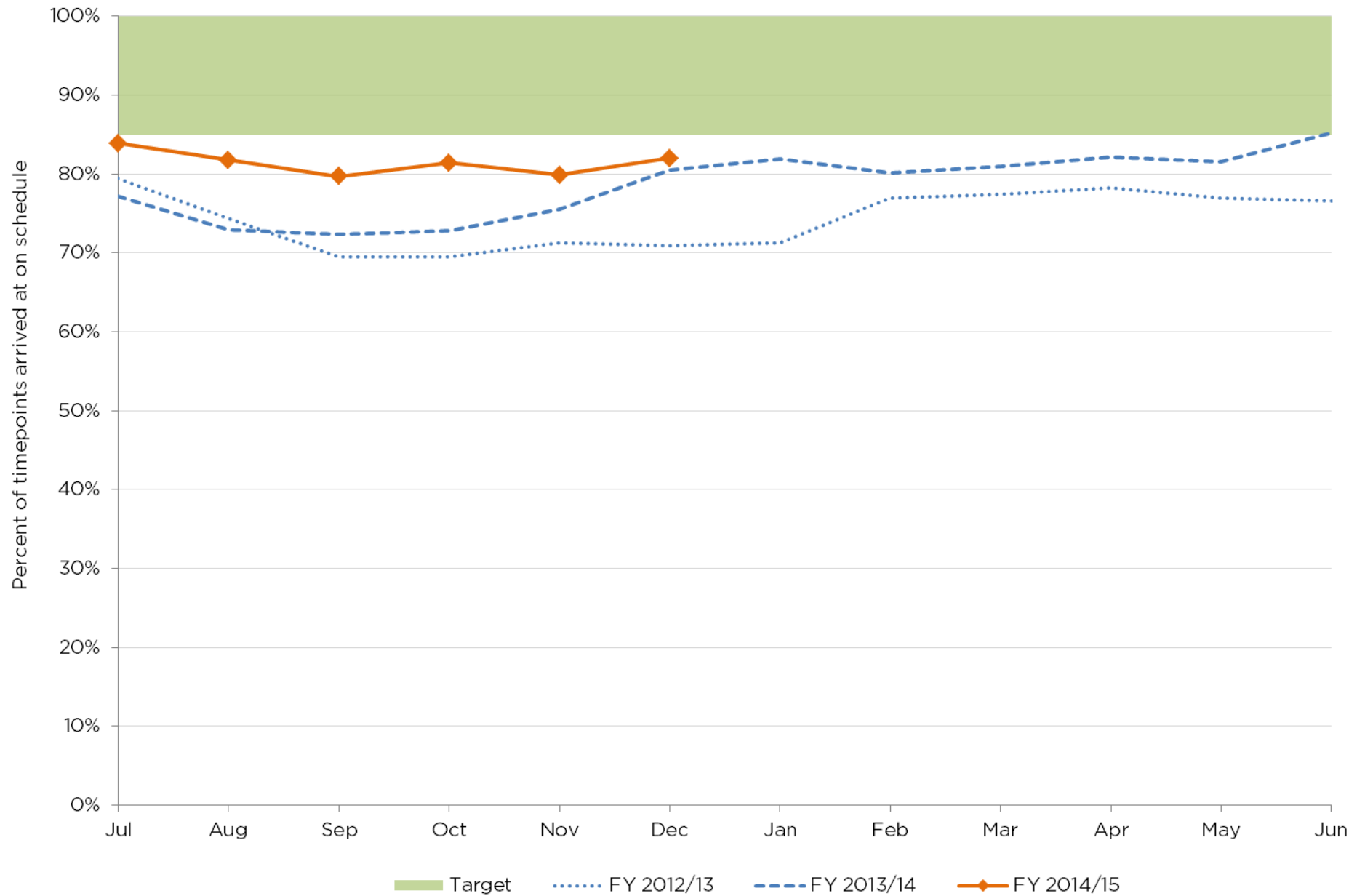
Attachment B: Total Boardings vs. Fare Revenues



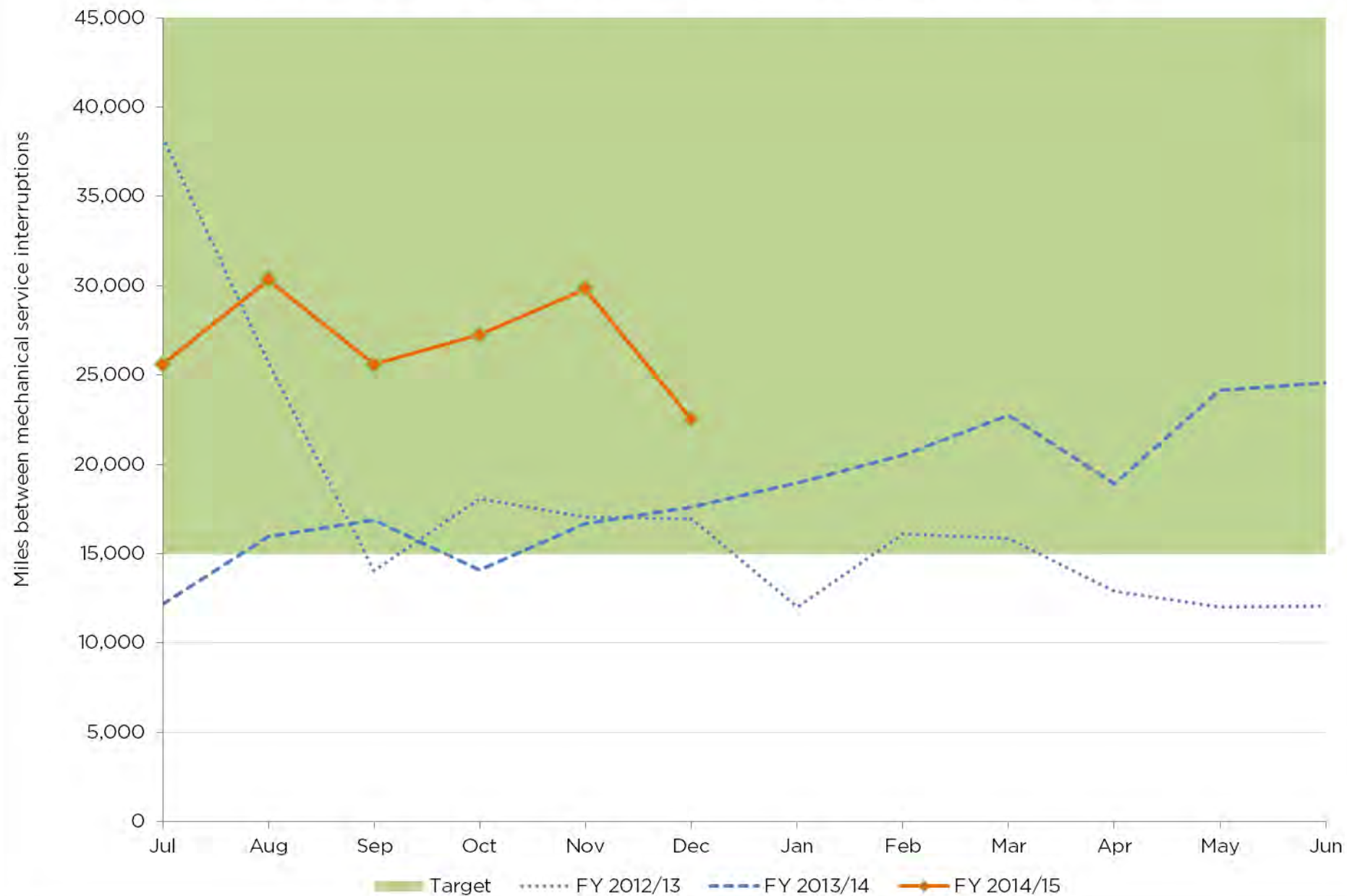
Attachment C: Preventable Accidents per 100,000 Miles



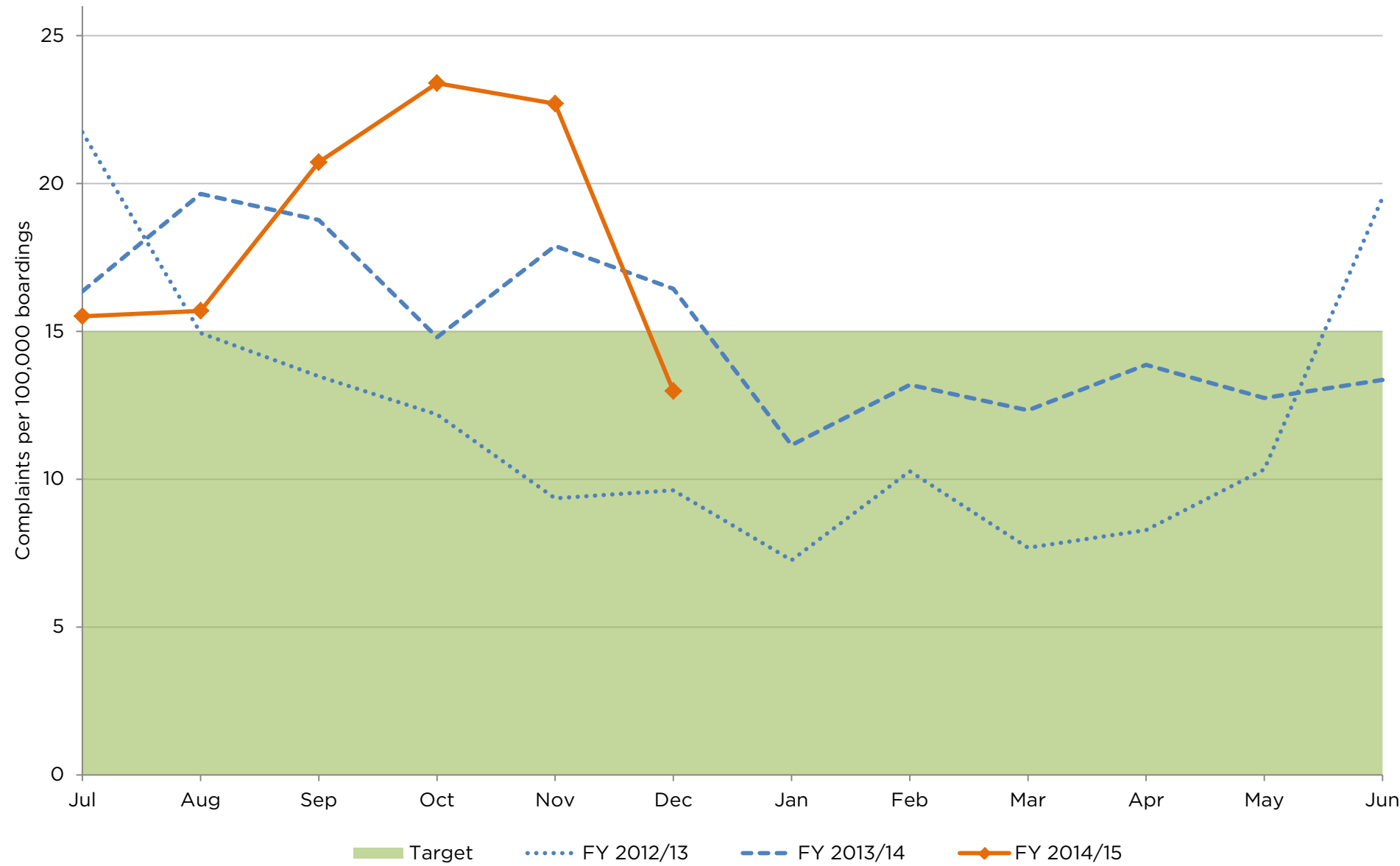
Attachment D: Schedule Adherence



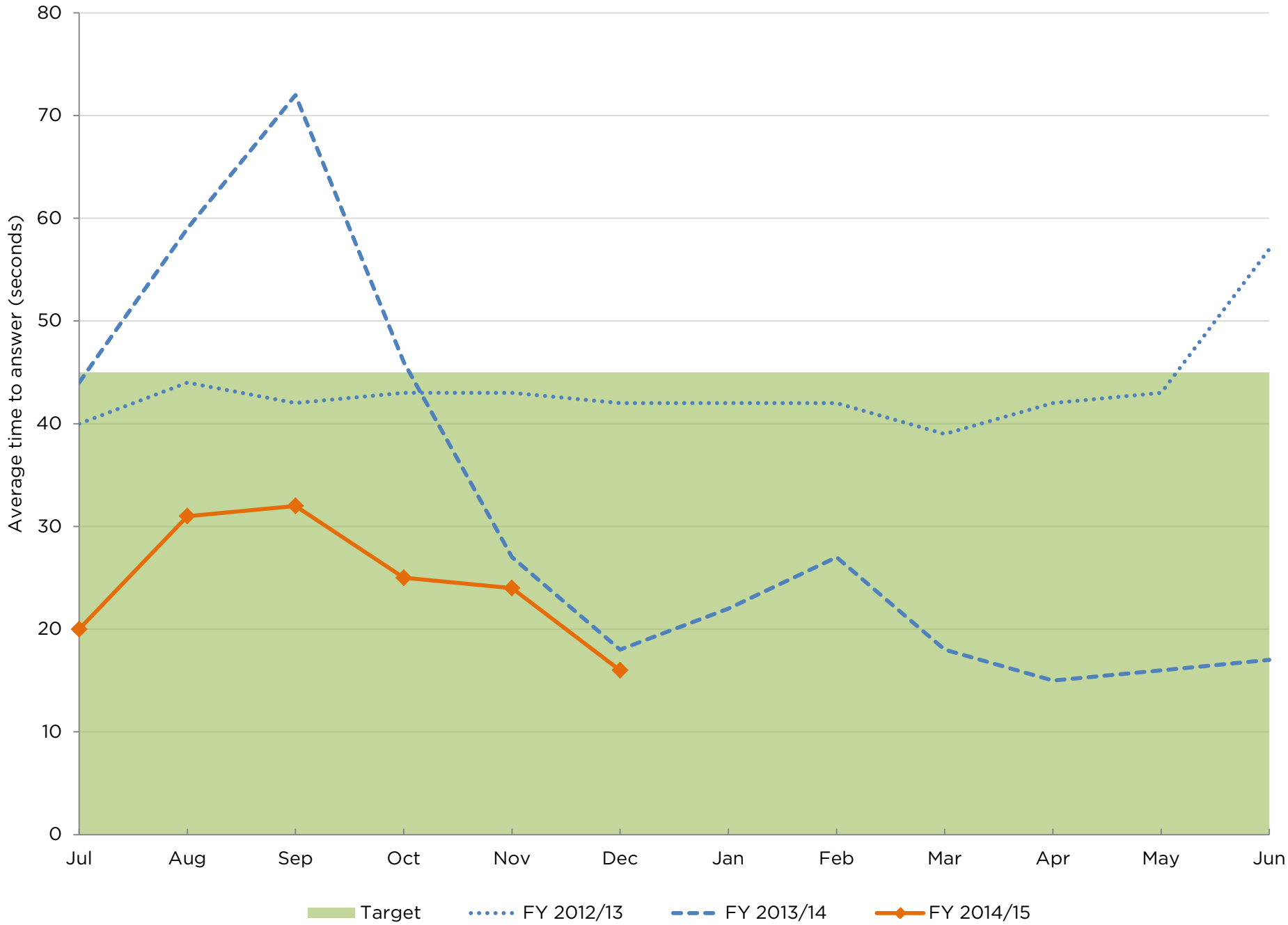
Attachment E: Average Miles Between Service Interruptions



Attachment F: Complaints per 100,000 Boardings



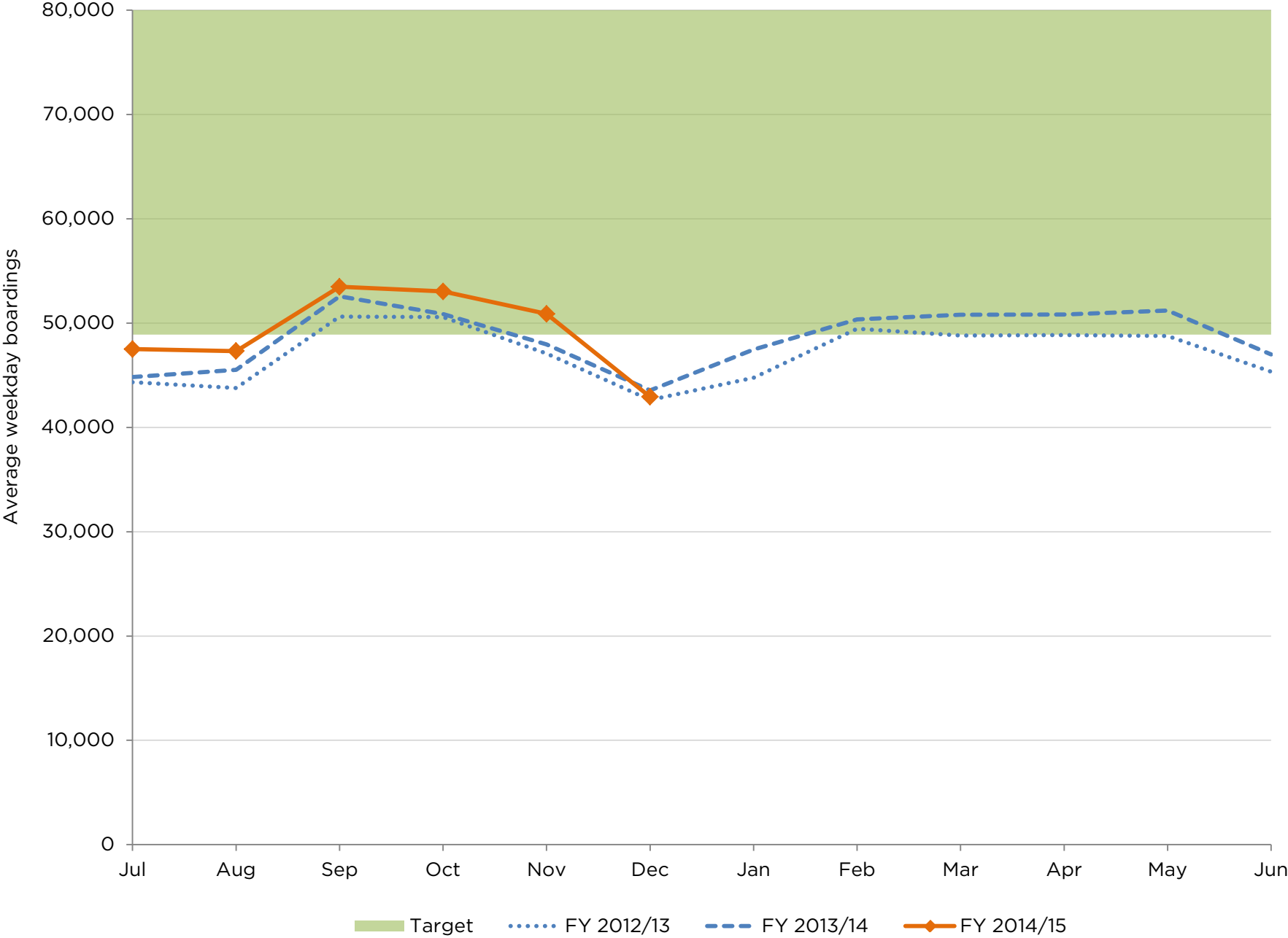
Attachment G: Average Hold Time



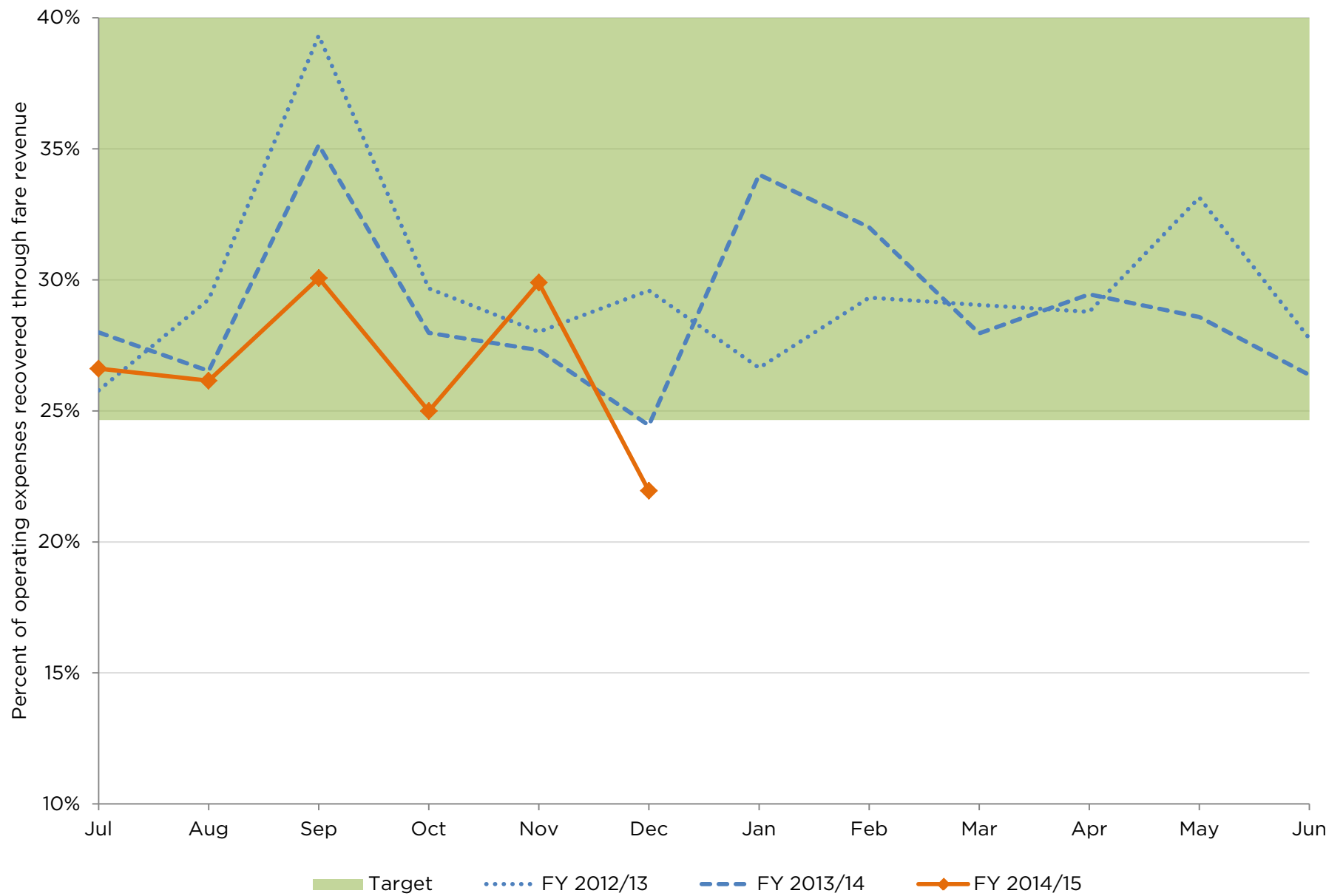
Attachment H: Boardings per Vehicle Service Hour



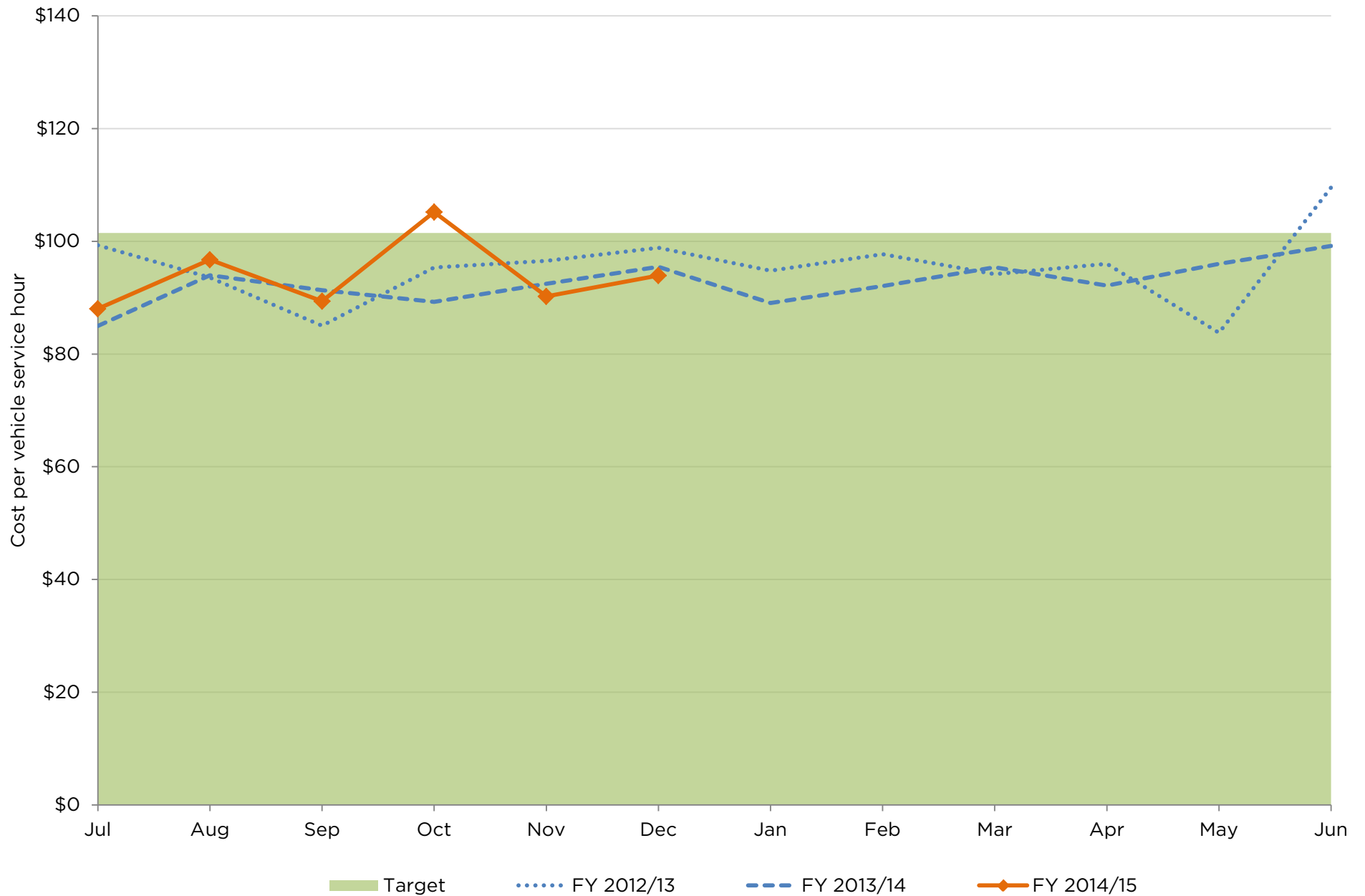
Attachment I: Average Weekday Boardings



Attachment J: Farebox Recovery Ratio



Attachment K: Average Cost per Vehicle Hour



Attachment L:
Foothill Transit Operations Report
Second Quarter Fiscal Year 2015

Goal	Performance indicator	Q2 FY 2015	Q2 FY 2014	% improvement over same quarter last year	FY 2015 YTD	FY 2014 YTD	% YTD improvement
Operations	Average fare per boarding	\$1.26	\$1.20	5%	\$1.27	\$1.26	1%
	Average cost per boarding	\$4.97	\$4.53	(10%)	\$4.82	\$4.46	(8%)
	Average subsidy per boarding	\$3.71	\$3.33	(11%)	\$3.54	\$3.20	(11%)
	Total vehicle miles	3,832,523	3,476,140	10%	7,665,131	6,948,763	10%
	Vehicle service miles	2,797,390	2,652,656	5%	5,594,614	5,283,822	6%
	Total vehicle hours	257,229	233,729	10%	514,530	464,069	11%
	In-service speed (mph)	14.7	15.1	(2%)	14.7	15.1	(2%)
	Boardings per vehicle service mile	1.32	1.35	(2%)	1.33	1.36	(2%)